

# 2018 Current Fiscal Year Report: Board of Advisors to the Presidents of the Naval Postgraduate School and the Naval War College

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## 1. Department or Agency

Department of Defense

## 2. Fiscal Year

2018

## 3b. GSA

Committee

No.

## 3. Committee or Subcommittee

Board of Advisors to the Presidents of the Naval Postgraduate School and the Naval War College

73529

## 4. Is this New During Fiscal Year?

No

## 5. Current Charter

06/24/2018

## 6. Expected Renewal Date

06/24/2020

## 7. Expected Term Date

## 8a. Was Terminated During Fiscal Year?

No

## 8b. Specific Termination Authority

## 8c. Actual Term Date

## 9. Agency Recommendation for Next Fiscal Year

Continue

## 10a. Legislation Req to Terminate?

No

## 10b. Legislation Pending?

Not Applicable

## 11. Establishment Authority Agency Authority

## 12. Specific Establishment Authority

Director for Administration and Management Memorandum

## 13. Effective Date

03/31/2010

## 14. Committee Type

Continuing

## 14c. Presidential?

No

## 15. Description of Committee Other Committee

## 16a. Total Number of Reports

1

## 16b. Report Date

11/03/2017

## Report Title

Meeting Minutes - October 2016

[Naval War College]

## Number of Committee Reports Listed: 1

17a. Open 5 17b. Closed 0 17c. Partially Closed 0 Other Activities 0 17d. Total 5

## Meetings and Dates

| Purpose  | Start      | End        |
|--|------------|------------|
| Annual Meeting for the Board and with its Subcommittees  | 10/18/2017 | 10/19/2017 |
| [Naval Postgraduate School] Annual meeting in conjunction with Parent Committee's Annual Meeting | 10/18/2017 | 10/19/2017 |
| [Naval Postgraduate School] Semi-annual board meeting held on-site                               | 04/25/2018 | 04/26/2018 |
| [Naval War College] Annual meeting in conjunction with its Parent Board's Annual Meeting         | 10/18/2017 | 10/19/2017 |
| [Naval War College] Semi-Annual meeting on-site  | 04/05/2018 | 04/06/2018 |

## Number of Committee Meetings Listed: 5

## Current FY

## Next FY

## 18a(1). Personnel Pmts to Non-Federal Members

\$0.00

\$0.00

|   |              |              |
|---|--------------|--------------|
| <b>18a(2). Personnel Pmts to Federal Members</b>                      | \$0.00       | \$0.00       |
| <b>18a(3). Personnel Pmts to Federal Staff</b>                        | \$146,225.00 | \$150,000.00 |
| <b>18a(4). Personnel Pmts to Non-Member Consultants</b>               | \$0.00       | \$0.00       |
| <b>18b(1). Travel and Per Diem to Non-Federal Members</b>             | \$23,076.00  | \$25,000.00  |
| <b>18b(2). Travel and Per Diem to Federal Members</b>                 | \$7,325.00   | \$8,000.00   |
| <b>18b(3). Travel and Per Diem to Federal Staff</b>                   | \$15,835.00  | \$16,000.00  |
| <b>18b(4). Travel and Per Diem to Non-member Consultants</b>          | \$0.00       | \$0.00       |
| <b>18c. Other(rents,user charges, graphics, printing, mail, etc.)</b> | \$2,779.00   | \$2,500.00   |
| <b>18d. Total</b>   | \$195,240.00 | \$201,500.00 |
| <b>19. Federal Staff Support Years (FTE)</b>                          | 1.00         | 1.00         |

**20a. How does the Committee accomplish its purpose?**

The board assesses the effectiveness of both schools in accomplishing their mission. The board inquires into the curricula, instruction, physical plant and equipment, administration, state of the student body, fiscal affairs and resources, and other matters relating to the operation of school programs. Before making an assignment, detail, or selection of an individual for the position of President of the Naval Postgraduate School, the Secretary of the Navy consults with the Committee.

**20b. How does the Committee balance its membership?**

The Board membership shall be comprised of not more than 10 members who are eminent authorities in the fields of academia, business, national defense, the defense industry, and research and analysis.

**20c. How frequent and relevant are the Committee Meetings?**

Estimated Number of Meetings per Year - 1

**20d. Why can't the advice or information this committee provides be obtained elsewhere?**

The varied backgrounds of all board members provides the Secretary of the Navy with a level of insight and experience, with a degree of detachment and a civilian sense of responsibility which cannot be duplicated internally. The board advises the Secretary of the Navy and the two school presidents on naval graduate education programs. A vital and fundamental exchange of ideas occur at the meetings and a complete and independent evaluation of the school's established goals and mission is accomplished. Additionally, the BOA is required for both schools accreditation.

**20e. Why is it necessary to close and/or partially closed committee meetings?**

Meetings are not closed to the public unless the Department of Defense determines that

items on the planned agenda meet the closed meeting provisions of 5 U.S.C. § 552b(c). Pursuant to DoD policy closed meetings can only be authorized by the DoD Sponsor, who is the Secretary of the Navy or designee, and only after consultation with the appropriate General Counsel. A portion of the April 2013 meeting was closed to the public in accordance with the provisions of 5 U.S.C. 552b(c).

## 21. Remarks

While there is one (1) FTE associated with support of this committee, this represents two individuals, one General Schedule employee from the Naval Postgraduate School and one Administratively Determined employee from the Naval War College. This committee meets once a year, however in accordance with the committee charter, its two subcommittees meet twice per year. One Subcommittee meets on-site at the Naval Postgraduate School in Monterey, California; One Subcommittee meets on-site at the Naval War College in Newport, Rhode Island. Both Subcommittees meet again together at the annual Committee meeting in Washington, DC. Members travel from various places within the United States. All related costs to this Committee and its Subcommittees are captured in the Committee Costs section. There are no costs input into the Subcommittee Costs tab.

## Designated Federal Officer

Jacquelyn (Jaye) Panza Designated Federal Officer

| Committee Members | Start      | End        | Occupation   | Member Designation                                |
|-------------------|------------|------------|--|---|
| BOWERS, WILLIAM   | 10/01/2017 | 09/30/2019 | USMC TRAINING & EDUCATION<br>COMMAND REP   | Regular<br>Government<br>Employee (RGE)<br>Member |
| BURKE, ROBERT     | 10/01/2017 | 06/30/2019 | Deputy Chief of Naval Operations for<br>Manpower, Personnel, Training and<br>Education                       | Regular<br>Government<br>Employee (RGE)<br>Member |
| Donnelly, Sally   | 07/27/2018 | 07/26/2022 | Chief Strategist   | Special<br>Government<br>Employee (SGE)<br>Member |
| Gunn, Lee         | 10/14/2015 | 12/07/2018 | Chairman, The Gunn Group   | Special<br>Government<br>Employee (SGE)<br>Member |
| Hall, Gwendolyn   | 02/04/2018 | 02/03/2021 | Senior Vice President/Associate Provost,<br>American Public University                                       | Special<br>Government<br>Employee (SGE)<br>Member |
| Marquis, Susan    | 01/21/2018 | 01/20/2021 | Dean and Distinguished Chair of Policy<br>Analysis, Vice President Innovation Pardee<br>RAND Graduate School | Special<br>Government<br>Employee (SGE)<br>Member |

|   |                       |  |  |
|---|-----------------------|--|--|
| McGrady, Katherine                              | 11/04/2013 02/18/2018 | President & Chief Executive Officer of CNA Corporation   | Special<br>Government<br>Employee (SGE)<br>Member<br>Special |
| Montgomery, John                                | 07/31/2018 07/30/2022 | Independent Consultant                                   | Government<br>Employee (SGE)<br>Member<br>Special            |
| Pate-Cornell, M. Elisabeth                      | 11/18/2015 10/15/2019 | Professor and Past Chair, Stanford University            | Government<br>Employee (SGE)<br>Member<br>Special            |
| Soderberg, Nancy                                | 10/14/2015 04/30/2018 | Distinguished Visiting Scholar, University of N. Florida | Government<br>Employee (SGE)<br>Member<br>Special            |
| Anderson, Walter<br>[Naval Postgraduate School] | 10/14/2015 12/07/2018 | President, Novium Learning                               | Government<br>Employee (SGE)<br>Member<br>Regular            |
| Burke, Robert<br>[Naval Postgraduate School]    | 10/01/2017 06/30/2019 | Deputy Chief of Naval Operations                         | Government<br>Employee (RGE)<br>Member<br>Regular            |
| Cotton, Anthony<br>[Naval Postgraduate School]  | 02/28/2018 09/30/2020 | President and Commander, Air University                  | Government<br>Employee (RGE)<br>Member<br>Special            |
| Dixon, Donald<br>[Naval Postgraduate School]    | 12/24/2017 12/23/2021 | Managing Director, Trident Capital                       | Government<br>Employee (SGE)<br>Member<br>Special            |
| Fossum, Robert<br>[Naval Postgraduate School]   | 10/14/2015 12/31/2017 | Independent Consultant                                   | Government<br>Employee (SGE)<br>Member<br>Special            |
| Frost, David<br>[Naval Postgraduate School]     | 10/14/2015 12/07/2018 | President, Frost & Associates                            | Government<br>Employee (SGE)<br>Member<br>Regular            |
| Hahn, David<br>[Naval Postgraduate School]      | 10/01/2017 09/30/2020 | Chief of Naval Research                                  | Government<br>Employee (RGE)<br>Member<br>Special            |
| Kehoe, E. Jan<br>[Naval Postgraduate School]    | 10/01/2016 11/25/2017 | President Emeritis, Long Beach City College              | Government<br>Employee (SGE)<br>Member<br>Regular            |
| Kem, John<br>[Naval Postgraduate School]        | 10/01/2017 09/30/2020 | Commandant, Army War College                             | Government<br>Employee (RGE)<br>Member<br>Special            |
| Rondeau, Ann<br>[Naval Postgraduate School]     | 07/27/2018 07/26/2022 | President, College of DuPage                             | Government<br>Employee (SGE)<br>Member                       |

|   |                       |  |   |
|---|-----------------------|--|---|
| Skinner, Kiron<br>[Naval Postgraduate School]   | 12/31/2017 12/30/2021 | Carnegie Mellon University                                   | Special<br>Government<br>Employee (SGE)<br>Member |
| Wincup, G. Kim<br>[Naval Postgraduate School]   | 10/14/2015 06/30/2018 | Senior Advisor, Center for Strategic & International Studies | Special<br>Government<br>Employee (SGE)<br>Member |
| Chu, David<br>[Naval War College]               | 02/04/2018 02/03/2021 | President, Institute for Defense Analyses                    | Special<br>Government<br>Employee (SGE)<br>Member |
| College, Craig<br>[Naval War College]           | 08/15/2018 08/14/2022 | Senior Vice President Strategy Development, CALIBRE          | Special<br>Government<br>Employee (SGE)<br>Member |
| Jehn, Christopher<br>[Naval War College]        | 10/14/2015 02/18/2018 | Independent Consultant                                       | Special<br>Government<br>Employee (SGE)<br>Member |
| McCarthy, Joseph<br>[Naval War College]         | 08/13/2018 08/12/2022 | Independent Consultant                                       | Special<br>Government<br>Employee (SGE)<br>Member |
| Pfaltzgraff, Jr., Robert<br>[Naval War College] | 04/08/2016 04/30/2018 | Professor, The Fletcher School, Tufts University             | Special<br>Government<br>Employee (SGE)<br>Member |
| Williams, Willie<br>[Naval War College]         | 02/04/2018 02/03/2021 | Independent Consultant                                       | Special<br>Government<br>Employee (SGE)<br>Member |

**Number of Committee Members Listed: 28**

### **Narrative Description**

The Board invites the Secretary of the Navy, Chief of Naval Operations, and Commandant Marine Corps to attend each meeting to communicate directly with and to solicit advice from them on their vision on graduate education programs in the naval services. The Board also encourages interaction between senior Naval leadership, faculty, and students by including faculty, Deans, and student briefers in their meetings.

### **What are the most significant program outcomes associated with this committee?**

Checked if Applies

|                                  |                                     |
|----------------------------------|-------------------------------------|
| Improvements to health or safety | <input checked="" type="checkbox"/> |
| Trust in government              | <input checked="" type="checkbox"/> |
| Major policy changes             | <input checked="" type="checkbox"/> |
| Advance in scientific research   | <input checked="" type="checkbox"/> |
| Effective grant making           | <input type="checkbox"/>            |

|   |                                     |
|---|-------------------------------------|
| Improved service delivery                         | <input checked="" type="checkbox"/> |
| Increased customer satisfaction                   | <input checked="" type="checkbox"/> |
| Implementation of laws or regulatory requirements | <input checked="" type="checkbox"/> |
| Other   | <input type="checkbox"/>            |

### Outcome Comments

An external board is required by the Naval Postgraduate School (NPS) and the Naval War College (NWC) regional accrediting associations.

### What are the cost savings associated with this committee?

Checked if Applies

|                            |                                     |
|----------------------------|-------------------------------------|
| None                       | <input type="checkbox"/>            |
| Unable to Determine        | <input checked="" type="checkbox"/> |
| Under \$100,000            | <input type="checkbox"/>            |
| \$100,000 - \$500,000      | <input type="checkbox"/>            |
| \$500,001 - \$1,000,000    | <input type="checkbox"/>            |
| \$1,000,001 - \$5,000,000  | <input type="checkbox"/>            |
| \$5,000,001 - \$10,000,000 | <input type="checkbox"/>            |
| Over \$10,000,000          | <input type="checkbox"/>            |
| Cost Savings Other         | <input type="checkbox"/>            |

### Cost Savings Comments

While we are not able to determine exact cost savings, the advice provided by this Board to the Presidents of the NPS, the NWC, and the Secretary of the Navy are significant.

### What is the approximate Number of recommendations produced by this committee for the life of the committee?

30

### Number of Recommendations Comments

1. The Board recommends a change to policy in order to afford wounded warriors and spouses access to postgraduate, resident education at NPS.2. Board recommends a change to policy to allow enlisted service members access to postgraduate, resident education at NPS.3. The Board recommends moving forward to fill all vacancies of the NPS/NWC BOA and its NWC subcommittee as soon as possible.4. The Board recommends NWC leadership summarize the scope of the space shortage on campus and identify the difficulties students experience as a result.5. The Board recommends the NPS leaders push back on the Inspector General's report's implication that there is little value in the relationship of the NPS with the Air Force Institute of Technology.6. The

Board recommends and believes that the NPS continue to foster a strong research program, conducted in pursuit of appropriate and valid Navy (and naval concerns) educational purposes.7. Board asks Navy leadership to take steps to emphasize the importance of the NPS to the Navy and to the Nation in the wake of the Inspector General report upheaval.8. The Board recommends the Secretary of the Navy revise the method in which indirect rates are applied to reimbursable projects at NPS.9. The Board concurs with the nomination of Ronald Route as next President of NPS and recommends his appointment as soon as possible. 10. Board asks the Navy for full closure on the Inspector General's 2012 Report.11. Regarding JPME/Officer Development: Defense Planning Guidance asked an important question--are graduates intellectually prepared to contend with increasingly sophisticated adversaries? NWC certainly thinks carefully about this issue and is willing to be self-critical in measuring results. The board requests a qualitative answer to the question and feels there is more room for more innovative approaches to improving results in this area.12. The Board requests the Naval War College consider establishing a Faculty Council in order to enhance transparency of leaders' decisions and shared faculty/administrative governance. 13. There is presently no tenure process for faculty at the Naval War College. Request they consider establishing on in line with the American Association of University Professionals (AAUP).14. The Board recommends the Navy reinstate and properly define the meaning of the concept of Flagship Institution status for the Naval Postgraduate School and to the Naval War College. 15. Prohibited Source legislation is recommended to ensure resolution on any gray areas of use of NPS or NWC Foundation funds.16. The Board recommends the Navy support Normalization efforts to enhance civilian faculty quality at NWC. 17. Recommend the Work Acceptance Process (WAP) be finalized at NPS.18. The Board recommends the creation of, and emphasis on, a more formal exit interview program for departing faculty members at NPS.19. The Board recommends the Navy Department and Navy Leaders undertake a review of options to increase the number and proportion of competitive Navy officers who are afforded the opportunity to benefit from two or more periods of in-residence education during the course of a career in Navy's combat arms.20. Recommend strengthening and enhancing NPS President authorities. Specifically with regard to the faculty's ability to undertake creative work and projects that do not fit the traditional mold.21. Board recommends the Secretary of the Navy give permission to enable the NPS Foundation support to facilitate the Monterey Cybersecurity Institute (MCI).22. Approval of the MCI proposal in principle and promptly refine the proposal and establish required regulatory environment is recommended.23. Recommend NPS receive permission to receive gifts from the NPS Foundation up to \$250,000.24. The board recommends that the Secretary of the Navy appoint a new NPS President by September 30, 2018 upon the retirement of the current President.25. The board requests the NPS hiring freeze be lifted in order that the school be able to hire additional and

needed faculty.26. The board recommends that commensurate authorities be returned to the NPS President after the 2012 IG investigation turmoil. 27. The board recommends the Secretary of the Navy's prompt positive attention be given to the NPS President's Sailing Directions memorandum of 27 April 2018.28. BOA recommends all proposals in Sailing Directions be approved.29. Recommend the Navy promptly review the Center for Civil-Military Relations-NPS relationship.30. Request the Navy modify existing rules to strengthen the CCMR/NPS relationship.

**What is the approximate Percentage of these recommendations that have been or will be Fully implemented by the agency?**

40%

**% of Recommendations Fully Implemented Comments**

1. The Secretary of Navy appointed VADM (Ret) Ronald Route as President of the NPS. 2. ASN M&RA Memorandum of 15 April 2014 effectively closes the administrative loop on the 2012 NAVINSGEN Report.3. Senior Navy Leadership have taken appropriate steps to emphasize the importance of the NPS to the Navy and to the Nation in the wake of the 2012 Inspector General report.4. The Navy has conferred Flagship Institution status for the NPS and the NWC.5. NPS has developed a formal exit interview program for departing faculty members with reason tracking.6. There is now a tenure process at the Naval War College.7. Navy issued full closure on the IG Report of 2012.8. Secretary of Navy agreed that NPS Faculty should put papers forward proposing the work they want to do and he will assist. 9. NPS President now has the ability to accept gifts from its Foundation up to \$250,000.10. Secretary of the Navy has formed an eleven member NPS President Search Committee to include several members of the Board of Advisors to put forth a candidate for his consideration.11. The hiring freeze has been lifted this FY and NPS is now able to add faculty to the staff.12. Many of the authorities have been restored to NPS leadership and the climate at the school is improving.

**What is the approximate Percentage of these recommendations that have been or will be Partially implemented by the agency?**

30%

**% of Recommendations Partially Implemented Comments**

1. Change to policy to allow enlisted service members access to prograduate, resident education at NPS in the cyber warfare program.2. Navy leadership is moving forward to fill vacancies of the NPS/NWC BOA and its subcommittees. Three new members have been appointed within the last year.3. NAV OJAG and NAVINSGEN will work with NWC to provide a timeline for completion, strengthen the submissions, and forward the packages



for the educational institutions time and attendance and copyright issues packages for legislative approval. 4. The Navy has placed renewed emphasis on timely vetting of new board members and reapprovals of sitting members. 5. Navy is currently reviewing the NPS President's Sailing Directions memo for full implementation. 6. The Monterey Cybersecurity Institute initiative is currently being reviewed and considered by Navy. 7. A review by Navy sponsors and Navy Leadership is underway of CCMR and NPS relationship.

**Does the agency provide the committee with feedback regarding actions taken to implement recommendations or advice offered?**

Yes ☒ No ☐ Not Applicable ☐

**Agency Feedback Comments**

The Secretary of the Navy, the Chief of Naval Operations, and the Commandant Marine Corps are invited to each meeting in order to provide feedback on items previously addressed in Board Reports, as well as providing their thoughts on how the institutions can assist in support of naval requirements. Agency feedback is also provided by memorandum to the Board.

**What other actions has the agency taken as a result of the committee's advice or recommendation?**

|                                   | Checked if Applies                  |
|-----------------------------------|-------------------------------------|
| Reorganized Priorities            | <input type="checkbox"/>            |
| Reallocated resources             | <input type="checkbox"/>            |
| Issued new regulation             | <input type="checkbox"/>            |
| Proposed legislation              | <input type="checkbox"/>            |
| Approved grants or other payments | <input type="checkbox"/>            |
| Other                             | <input checked="" type="checkbox"/> |

**Action Comments**

The NPS and the NWC are able to maintain regional accreditations.

**Is the Committee engaged in the review of applications for grants?**

No

**Grant Review Comments**

N/A

**How is access provided to the information for the Committee's documentation?**

|                           | Checked if Applies                  |
|---------------------------|-------------------------------------|
| Contact DFO               | <input checked="" type="checkbox"/> |
| Online Agency Web Site    | <input type="checkbox"/>            |
| Online Committee Web Site | <input checked="" type="checkbox"/> |
| Online GSA FACA Web Site  | <input type="checkbox"/>            |
| Publications              | <input type="checkbox"/>            |
| Other                     | <input type="checkbox"/>            |

**Access Comments**

N/A